



# San Francisco Bay Area



## TRP-07 Functional Exercise

### Exercise Plan

November 14, 2007



FOR OFFICIAL USE ONLY



## TRP-07 Functional Exercise

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## PREFACE

The San Francisco Bay Area Trans Response Plan 2007 (TRP-07) Functional Exercise (FE) is sponsored by the Metropolitan Transportation Commission (MTC), and held in conjunction with Golden Guardian 07. This Exercise Plan (EXPLAN) was produced with input, advice, and assistance from the TRP-07 Exercise Design Team (EDT), which followed the guidance set forth in the U.S. Department of Homeland Security, Homeland Security Exercise and Evaluation Program (HSEEP). As such, this document is tangible evidence that these organizations have a public safety partnership for responding to a threat or act of terrorism.

The purpose of the EXPLAN is to aid exercise planners in the design of an effective exercise. The EXPLAN also gives city officials, observers, and personnel from participating organizations the information necessary to observe or participate in a disaster response exercise. The information in this document is current as of the date of publication, November 7, 2007, and is subject to change as dictated by the MTC staff.

The TRP-07 FE is an *unclassified exercise*. The control of information is based more on public sensitivity regarding the nature of the exercise than on the actual exercise content. All exercise participants should use appropriate guidelines to ensure the proper control of information and follow appropriate procedures to ensure the confidentiality of TRP-07. Release of exercise materials to third parties is at the discretion of the MTC.

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## ADMINISTRATIVE HANDLING INSTRUCTIONS

1. The title of this document is the *San Francisco Bay Area Trans Response Plan 2007 Functional Exercise Exercise Plan*.
2. The attached materials contain information that is *For Official Use Only*. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives. Information contained herein was prepared for the exclusive use of the San Francisco Bay Area Trans Response Plan 2007 (TRP-07) Functional Exercise (FE) Exercise Design Team (EDT), comprised of the Transportation Response Plan (TRP) steering committee and nonparticipant personnel involved in the operational and administrative aspects of this exercise. The contents of this master document should not be divulged to exercise participants, unless authorized by the planning committee. This document does not compromise any of the confidentiality requirements of Golden Guardian 07.
3. Reproduction of this document, in whole or in part, without prior written approval from the Metropolitan Transportation Commission is prohibited.
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## **SECTION 1: GENERAL INFORMATION**

### **A. TRP OVERVIEW**

The Trans Response Plan (TRP) defines the functions, responsibilities, and procedures for developing a multimodal response to an emergency. It will facilitate the response by all modes of transportation, and coordinate regional transportation response with the Statewide Emergency Management System (SEMS) used by the State Office of Emergency Services (OES). The TRP will support the activities of the Plans and Intelligence Unit at the REOC when it is activated. The TRP provides the following three key functions; Regional Transportation Information Clearinghouse, Regional Transportation Public Information, and Regional Transportation Coordination. The Metropolitan Transportation Commission is responsible for the Regional Transportation Information Clearinghouse function and facilitates both the Regional Transportation Public Information and the Regional Transportation Coordination functions.

### **B. RTEMP BACKGROUND AND OVERVIEW**

The San Francisco Bay Area Regional Transportation Emergency Management Plan (RTEMP) goes beyond the generic, process-oriented framework of the TRP and provides detailed definitions of roles, responsibilities, and interagency coordination and decision-making mechanisms between State and regional agencies, between County Operational Areas, and multi-county transit operators.

The purpose of the RTEMP is to improve the ability of the San Francisco Bay Area's transportation providers to work both with one another and with emergency services agencies to respond to major emergencies, recover operations, and deliver basic transportation services. The baseline RTEMP reflects existing Emergency Operations Plans (EOPs) from the regional transportation agencies. Phase 1 of the RTEMP project culminated with RTEMP FE 2006 which was held in conjunction with Golden Guardian 2006 and was based on a major earthquake along the San Andreas Fault. Phase 2 included the RTEMP Recovery Tabletop Exercise for the transportation agencies. The TRP-07 FE will conclude Phase 3.

The RTEMP is a counterpart of the Regional Emergency Coordination Plan (RECP), a plan developed by the Coastal Region OES. The RECP defines the role of the Coastal Region OES over a set of emergency response functions (e.g., mass care and shelter, hazardous materials, etc.) that must be coordinated during the response to a major regional disaster. The RECP enables the Coastal Region OES to coordinate emergency response, in particular the identification and delivery of requested assets, among the Bay Area County Operational Areas. It complements and details existing Regional Emergency Operations Center (REOC) functions as defined in the State of California's Standardized Emergency Management System (SEMS) and complies with the direction of the National Incident Management System (NIMS). The

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RECP provides the REOC a framework for emergency response to all hazards, as represented by the National Planning Scenarios published by the U.S. Department of Homeland Security.

Transportation emergency response is one element of the comprehensive response defined by the RECP, addressed by a specific subsidiary plan, the Transportation Coordination and Recovery Plan (TCRP). The TCRP addresses such emergency functions as transportation of Disaster Service Workers, delivery of emergency equipment and supplies, and evacuation. While the focus of the RECP TCRP is on coordination of transportation assets to enable emergency response, the RTEMP focuses on restoration of basic transportation services to the general public. The RTEMP will address the more specific operating and communications responsibilities of individual transportation agencies. Ideally, the TCRP and the RTEMP are intended to function in concert, to ensure transportation capacity for emergency response and for basic mobility.

### C. FUNCTIONAL EXERCISE CONCEPT

In concept, a Functional Exercise evaluates all major emergency management, public safety, and transportation positions assembled, in one or more locations, to respond to a simulated emergency without use of actual apparatus.

Through exercise implementation, the various San Francisco Bay Area transportation agencies should realize their own roles, responsibilities and emergency response capabilities when responding to multiple terrorist events in the Bay Area.

### D. EXERCISE PURPOSE

The Trans Response Plan 2007 (TRP-07) Functional Exercise (FE) is designed to exercise a coordinated regional response to multiple terrorist events in the Bay Area based on the Trans Response Plan, San Francisco Bay Area Regional Transportation Emergency Management Plan, and the National Incident Management System.

### E. EXERCISE SCOPE

The TRP-07 will be a six hour functional exercise involving transportation agency emergency operations centers. Most participants will include both first and second shift agency personnel. The exercise will focus on service suspension and resumption, information sharing, transit agency emergency operations center management, shift change procedures, and public information in response to terrorist events.

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## F. EXERCISE OBJECTIVES

- **Service Suspension**

- Transportation providers will demonstrate the ability to use written suspension procedures to assess the need to suspend service in the event of a terrorist attack.
- Transportation providers will demonstrate the ability to use written suspension procedures to suspend service, if deemed necessary, in the event of a terrorist attack.

- **Service Resumption**

- Regional transportation agencies and stakeholders will demonstrate the ability to prioritize the routes on which to resume service.
- Transportation providers will demonstrate the ability to determine a vehicle is cleared to be put back in service, in accordance with written plans, after terrorist attacks using Improvised Explosive Devices or biological weapons.

- **Information Sharing**

- Regional transportation agencies and stakeholders will demonstrate the ability to share information regarding any actual or potential terrorist events within their system to other transportation agencies and stakeholders.
- Regional transportation agencies and stakeholders will demonstrate the ability to notify MTC of service suspension / status within two hours of change and then at least every two hours thereafter.
- MTC will demonstrate the ability to create and distribute a Regional Summary to the REOC and all transportation agencies within two hours and thirty minutes of a terrorist attack and then at least every two hours thereafter.

- **Transportation Agency / Stakeholder Emergency Operations Center Management**

- Regional transportation agencies and stakeholders will demonstrate the ability to activate their Emergency Operations Centers (EOCs) with the incident appropriate Incident Command System (ICS) sections.
- Regional transportation agencies and stakeholders will demonstrate the ability to create or revise an incident action plan (IAP) within each shift.

- **Public Information**

- Regional transportation agencies and stakeholders will demonstrate the ability to respond effectively to media inquiries regarding a terrorist attack on Bay Area transportation systems.
- Regional transportation agencies and stakeholders will demonstrate the ability to effectively develop and disseminate coordinated messages regarding their service / operational status to the public and media.

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- **Shift Change Procedures (*Optional*)**

- Regional transportation agencies and stakeholders will demonstrate the ability to efficiently transition from one EOC shift to the next, following that agency's shift change procedures.
- Regional transportation agencies' and stakeholders' "A shift" EOC personnel will demonstrate the ability to transition smoothly from "B shift" EOC personnel, including receiving and updating the IAP and Situation Status Summary (SitStat).

- **Second Shift Personnel (*Optional*)**

- Regional transportation agencies' and stakeholders' "B shift" EOC personnel will demonstrate the ability to fully activate their agency's EOC in accordance with their procedures in the event of a terrorist incident.
- Regional transportation agencies' and stakeholders' "B shift" EOC personnel will demonstrate the ability to create an IAP and conduct at least one chief's briefing.
- Regional transportation agencies' and stakeholders' "B shift" EOC personnel will demonstrate the ability to create a SitStat and forward to MTC within two hours of a terrorist attack.

## G. EXERCISE SCENARIO

**November 14, 2007**

0600 – Stockton Police Department was in the process of searching a warehouse at the Port of Stockton this morning when an explosion occurred causing them to retreat and call in the Hazardous Materials (HazMat) team and bomb squad. A cache of intelligence documents, bomb making materials, and several biological agents were found during the subsequent search of the building. The documents implicate multiple sites in California from San Jose to Anaheim.

- Investigation by Stockton authorities confirms the use of a bio agent in the explosion. The evidence acquired during the search also suggests that regional and local public transportation may be used to carry out attacks in the greater San Jose area.
- Bay Area Transportation Agencies were advised of the situation. At the request of their Executive Director/General Manager, Alameda-Contra Costa County Transit District (AC Transit), Bay Area Rapid Transit (BART), California Department of Transportation (Caltrans), Central Contra Costa Transit Authority (CCCTA), Livermore Amador Valley Transportation authority (LAVTA), San Francisco Municipal Transportation Agency (Muni), Metropolitan Transportation Commission (MTC), San Mateo County Transit (SamTrans), Vallejo Transit, 511, and Santa Clara Valley Transportation Authority (SCL VTA) activated their EOCs / Departmental Operations Centers (DOCs) as a precaution. Proper notifications were made and a heightened level of security was implemented by each agency. The Coastal REOC and Alameda County OA EOC were also activated.



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0730 – Suspicious aerosol devices were found during a search of the HP Pavilion in San Jose. The HP Pavilion is currently hosting Jazz Fest, which began two days ago. The use of a biological agent is suspected and lab samples were taken in for testing. The City of San Jose and the county of Santa Clara are making preparations for a mass prophylaxis response.

- No reports of suspicious activity from the Bay Area Transportation Sector have been received at this time.

0900 – **Start of Exercise (STARTEX)**

## H. EXERCISE ASSUMPTIONS

Assumptions constitute the implied factual foundations for the exercise and are therefore expected to be present before the start of the exercise. The following general assumptions apply to the San Francisco Bay Area TRP-07 FE:

- The exercise will be conducted in a no-fault learning environment, wherein plans, procedures, systems and processes—not individuals—are evaluated.
- Exercise simulation will be realistic and plausible, containing sufficient detail for an effective response.
- Exercise participants will react to the information and situations as they are presented, in the same manner as if this had been a real emergency incident.
- Emergency services personnel who respond to incident scenarios will operate in accordance with NIMS / SEMS procedures and practices during this exercise.

## I. EXERCISE ARTIFICIALITIES

Artificialities are exercise limitations that may detract from exercise realism. As there are a number of artificialities for any exercise, the San Francisco Bay Area TRP-07 FE Exercise Design Team (EDT) recognizes and accepts the following as necessary:

- The participating agencies may need to balance exercise play with real-world emergencies. It is understood that real-world emergencies will take priority.
- Surrogates may be playing in place of some key decision makers. The surrogates, in most instances, will be junior to the principals they represent. Therefore, the surrogates' actions during the exercise may not depict the same actions that might be taken by their respective principals.
- The San Francisco Bay Area TRP-07 FE will be played in real time. Some events, however, may require time jumps or may be accelerated to meet exercise objectives.
- All exercise incidents and events will be based on a scripted Master Scenario Events List (MSEL).

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## J. PARTICIPATING AGENCIES

Participating agencies will dedicate personnel to take an active role in responding to the simulated emergency and perform their regular roles and responsibilities during the exercise. Participants initiate actions that will respond to and mitigate the simulated emergency.

**Table 1.1:** *San Francisco Bay Area TRP-07 FE Participating Agencies*

Transit Agencies	
511	Metropolitan Transportation Commission (MTC)
Alameda-Contra Costa County Transit District (AC Transit)	San Francisco Municipal Transportation Agency (Muni)
Bay Area Rapid Transit (BART)	San Mateo County Transit (SamTrans)
Central Contra Costa Transit Authority (CCCTA)	Santa Clara Valley Transportation Authority (SCL VTA)
Livermore Amador Valley Transportation Authority (LAVTA)	Vallejo Transit
Operational Areas	
Alameda County ( <i>SIMCELL only</i> )	
State Agencies	
California Department of Transportation (Caltrans)	Governor's Office of Emergency Services Coastal Region ( <i>SIMCELL only</i> )
California Highway Patrol (CHP)	

## K. EXERCISE VENUES

**Table 1.2:** *San Francisco Bay Area TRP-07 FE Exercise Venues*

Agency	Venue Name	Address
511	Traveler Info Center	111 Grand Ave., Seventh Floor, Oakland, CA 94612
AC Transit	AC Transit EOC	1177 47 <sup>th</sup> St., Emeryville, CA 94608
BART	BART EOC	101 8th Street, Basement, Oakland, CA 94607
Caltrans	Caltrans District 4 EOC	111 Grand Ave., Seventh Floor, Oakland, CA 94612
CCCTA	CCCTA EOC	2477 Arnold Industrial Way, 3 <sup>rd</sup> Floor, Concord, CA 94520
LAVTA	LAVTA EOC	1362 Rutan Court, Livermore, CA 94550
Muni	Muni DOC	131 Lennox Way, San Francisco, CA 94127
MTC	MTC EOC	101 8 <sup>th</sup> Street, 3 <sup>rd</sup> Floor, Oakland, CA 94607
SamTrans	SamTrans EOC	1250 San Carlos Ave., 3 <sup>rd</sup> Floor, San Carlos, CA 94070
Vallejo Transit	Vallejo Transit EOC	1850 Broadway, Vallejo, CA 94589
VTA	VTA EOC	101 W. Younger, San Jose, CA 95110
Exercise Control	SIMCELL	4985 Broder Blvd., Dublin, CA 94568

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## L. EXTENT OF PARTICIPATION

**Table 1.3:** *San Francisco Bay Area TRP-07 FE Extent of Participation*

Agency	Participating	Shift Change	First Shift
511	Yes (First 3 hours)	No	N/A
AC Transit	Yes	Yes	A shift
Alameda Co OA	SIMCELL	No	N/A
BART	Yes	Yes	Mix of A&B shifts
Caltrans	Yes	Yes	Mix of A&B shifts
CCCTA	Yes	Yes	B Shift
LAVTA	Yes	Yes	B Shift
MTC	Yes	Yes	Mix of A&B shifts
Muni	Yes	No	N/A
OES Coastal Region	SIMCELL	No	N/A
SamTrans	Yes (First 4 hours)	Yes	Mix of A&B shifts
Vallejo Transit	Yes	No	A shift
VTA (GG07)	Yes	N/A	N/A

## M. EXERCISE PERSONNEL

**Participants.** Participants are agency personnel who have an active role in responding to the simulated emergency and perform their regular roles and responsibilities during the exercise. Participants initiate actions that will respond to and mitigate the simulated emergency.

**Exercise Director.** The exercise director is responsible for planning, coordinating, and overseeing all exercise functions. He or she manages exercise activities and maintains a close dialogue with the senior controller regarding the status of play and the achievement of the exercise design objectives.

**Senior Controller.** The senior controller is responsible for the overall organization of the exercise and takes direction from the exercise director. The senior controller monitors exercise progress and coordinates decisions regarding deviations or significant changes to the scenario caused by unexpected developments during play. The senior controller debriefs evaluators after the exercise and oversees the setup and takedown of the exercise.

**Controllers.** The controller is the agency point of contact (POC) at each EOC who is familiar with the EOP, EOC, and participants in the exercise. Controllers set up and operate the exercise site; plan and manage exercise play; and provide insights into the performance of participants and emergency plans. They also provide key data to participants designed to prompt or initiate

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certain participant actions to ensure exercise continuity. Any changes that impact the scenario or affect other areas of play must be coordinated through the senior controller, who will coordinate with the exercise director.

**Simulators.** Simulators are control staff personnel who role-play as non-participating organizations or individuals. They will operate out of the Simulation Cell (SIMCELL). Simulators function semi-independently under the supervision of the SIMCELL lead controller, enacting roles (e.g., as media reporters or next of kin) in accordance with instructions provided in the MSEL.

**Evaluators.** Evaluators are chosen to evaluate and provide feedback on a designated functional area of the exercise. They are chosen based on their expertise in the functional area(s) they have been assigned to review during the exercise. Evaluators assess and document participants' performance against established emergency plans and exercise evaluation criteria, in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) standards.

Evaluators work as a team with controllers. Evaluators will record events and ensure documentation is submitted for review and inclusion in the After Action Report (AAR) / Improvement Plan (IP). Evaluators will not interfere with the integrity of the exercise.

**Observers.** Observers visit or view selected segments of the exercise. Observers do not play in the exercise, and do not perform any control or evaluation functions. Observers will view the exercise from a designated observation area and will be asked to remain within the observation area during the exercise. VIPs are a type of observer, but are frequently grouped separately.

**Media.** Media personnel have not been invited to attend the exercise, however if some do show up they may be present as observers pending approval by the venue controller and exercise director. As observers the media should view the exercise from a designated observation area and will be asked to remain within the observation area during the exercise. The media may be kept in a separate observation area from the observers and VIPs and should have a designated escort at all times.

**Support Staff.** Exercise support staff includes individuals who are assigned administrative and logistical support tasks during the exercise (e.g. registration, catering, etc.).



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## SECTION 2: EXERCISE PARTICIPANTS

### A. PARTICIPANT RESPONSIBILITIES

**Before the Exercise.** Participants must perform the following duties before the start of the exercise:

- Review the appropriate emergency plans, procedures, and exercise support documents.
- Respond to the appropriate location when notified.
- If you gain knowledge of the scenario before the exercise, notify a controller so that appropriate actions can be taken to ensure a valid evaluation.
- Read your Exercise Plan (EXPLAN), which includes information on exercise safety.

**During the Exercise.** Participants must perform the following duties during the exercise:

- Respond to the exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller.
- Act in a professional manner at all times.
- Controllers will only give you information they are specifically directed to disseminate. You are expected to obtain other necessary information through existing emergency information channels.
- In some cases, it may be necessary for exercise controllers to countermand participant actions to preserve the continuity and objectives of the exercise. Please follow the controller's instruction and proceed with play.
- Refrain from personal conversations with controllers, evaluators, observers, or media personnel while the exercise is in progress. If you are asked an exercise-related question, give a short, concise answer. If you are busy and cannot immediately respond, indicate so, but report back with an answer at the earliest time possible.
- If you do not understand the scope of the exercise or if you are uncertain about an organization's or agency's participation in an exercise, ask a controller.
- Parts of the scenario may seem implausible. Recognize that the exercise has objectives to satisfy and may require the incorporation of unrealistic aspects. Every effort has been made by trusted agents to balance realism with safety and the creation of an effective learning and evaluation environment.
- All exercise communication will begin and end with the phrase, "*This is an exercise.*" This is a precaution taken so anyone overhearing the conversation will not mistake exercise play for a real-world emergency.
- Verbalize out loud when taking an action. This will ensure that evaluators are made aware of critical actions as they occur.
- Maintain a log of your activities. Many times, activities missed by a controller or evaluator will be documented in this log.

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**After Exercise Play.** Participants must perform the following duties after the exercise:

- At the end of the exercise at your facility, participate in the hotwash with the controller and evaluator.
- Complete the participant feedback form. This form allows you to comment candidly on emergency response activities and exercise effectiveness. Please provide the completed form to a controller or evaluator.
- Provide any notes or materials generated from the exercise to your controller or evaluator for review and inclusion in the After Action Report (AAR).

## B. PARTICIPANT COMMUNICATIONS

Participants will use routine, in-place agency communication systems. Additional communication assets may be made available as the exercise progresses. *In no instance will exercise communication interfere with real-world emergency communications.*

## C. PARTICIPANT EXERCISE MATERIAL

Participants will be issued their exercise materials during registration on the day of the exercise. The participant materials package will consist of a Participant Flyer and Participant Feedback Form.

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## APPENDIX A: EXERCISE SCHEDULE

Time	Personnel	Activity	Location
<b>November 13, 2007</b>			
2:00 – 5:00 p.m.	Exercise Controllers and Evaluators	Exercise Controller and Evaluator Orientation Briefing	URS/EG&G Oakland 1333 Broadway, Ste. 800, Oakland, CA
<b>November 14, 2007</b>			
7:30 a.m.	SIMCELL Personnel	Report to SIMCELL Simulator Briefing	Alameda Co. OA EOC 4985 Broder Blvd., Dublin, CA 94568
8:00 a.m.	Controllers and Evaluators	Report to Exercise Locations	All Sites
8:30 a.m.	Participants	Report to Exercise Locations	All Sites
8:45 a.m.	Evaluators	Conduct Opening Brief to Participants	All Sites
<b>9:00 a.m.</b>	<b>All</b>	<b>Start of Exercise Play (STARTEX)</b>	All Sites
Approx: 11:30 a.m.	Participants	Begin Shift Change	All EOCs/DOCs exercising shift change
Immediately following shift change	Evaluator and First Shift Participants	Participant Hotwash	All EOCs/DOCs exercising shift change
<b>3:00 p.m.</b>	<b>All</b>	<b>End of Exercise Play(ENDEX)</b>	All Sites
Immediately following the exercise	All	Participant Hotwash	All Sites
3:30 p.m.	All	End Participant Hotwash	All Sites
<b>November 15, 2007</b>			
9:00 a.m. – 3:00 p.m.	Exercise Evaluators, and Staff	Controllers and Evaluators Exercise Debrief	URS/EG&G Oakland 1333 Broadway, Ste. 800, Oakland, CA

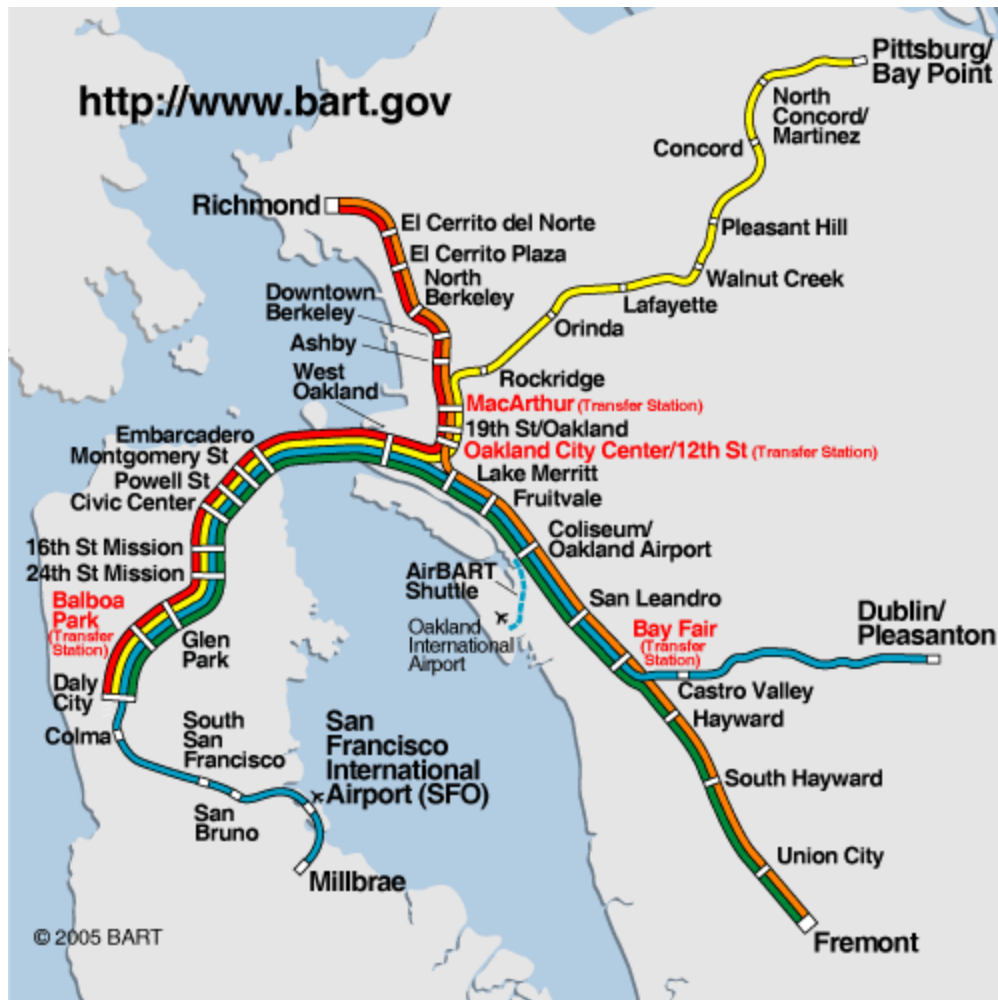
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## APPENDIX B: SITE MAPS

Map B.1: BART System Map





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Map B.2: Muni Downtown Map



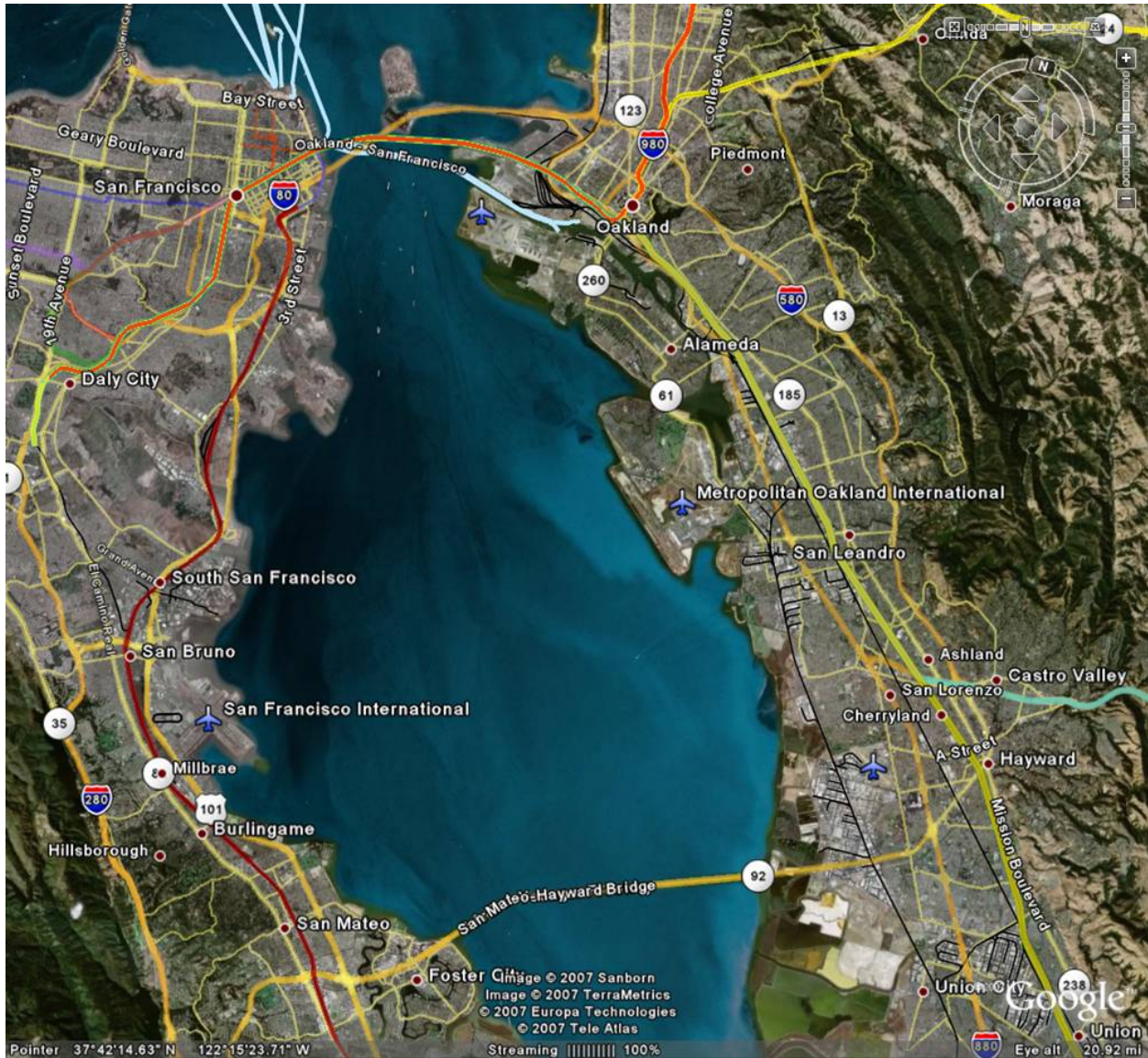


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*Map B.3: Bay Area Map*



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## APPENDIX C: VENUE INFORMATION

Agency	Venue Name	Address
511	Traveler Info Center	111 Grand Ave., Seventh Floor, Oakland, CA 94612
AC Transit	AC Transit EOC	1177 47 <sup>th</sup> St., Emeryville, CA 94608
BART	BART EOC	101 8 <sup>th</sup> Street, Basement, Oakland, CA 94607
Caltrans	Caltrans District 4 EOC	111 Grand Ave., Seventh Floor, Oakland, CA 94612
CCCTA	CCCTA EOC	2477 Arnold Industrial Way, 3 <sup>rd</sup> Floor, Concord, CA 94520
LAVTA	LAVTA EOC	1362 Rutan Court, Livermore, CA 94550
Muni	Muni DOC	131 Lennox Way, San Francisco, CA 94127
MTC	MTC EOC	101 8 <sup>th</sup> Street, 3 <sup>rd</sup> Floor, Oakland, CA 94607
SamTrans	SamTrans EOC	1250 San Carlos Ave., 3 <sup>rd</sup> Floor, San Carlos, CA 94070
Vallejo Transit	Vallejo Transit EOC	1850 Broadway, Vallejo, CA 94589
VTA	VTA EOC	101 W. Younger, San Jose, CA 95110
Exercise Control	SIMCELL	4985 Broder Blvd., Dublin, CA 94568

Table C.2: 511

<b>Venue</b>	<b>511 TIC</b>
<b>Controller (Agency POC)</b>	Janet Banner 925-487-9107
<b>Address</b>	111 Grand Ave., Seventh Floor Oakland, CA 94612
<b>Driving Directions</b>	From I-80 E: <ul style="list-style-type: none"> <li>• Take the I-580 E ramp to Downtown Oakland (CA-24)/Hayward-Stockton – go 1.9 mi</li> <li>• Take the I-980 W exit to Downtown Oakland – go 0.4 mi</li> <li>• Keep right at the fork, follow signs for 27<sup>th</sup> St/W Grand Ave – go 0.3 mi</li> <li>• Bear right at Northgate Ave – go 0.2 mi</li> <li>• Turn left a W Grand Ave – go 0.3 mi</li> </ul>
<b>Parking</b>	Numerous public parking nearby
<b>Entry Instructions</b>	Report to guard shack

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**Table C.3: AC Transit**

Venue	AC Transit EOC
<b>Controller (Agency POC)</b>	Larry L. Perea 510-418-2568
<b>Address</b>	1177 47 <sup>th</sup> Street Emeryville, CA 94608
<b>Driving Directions</b>	From I-80 East: <ul style="list-style-type: none"> <li>• Take the I-580 East ramp to Downtown Oakland (CA-24)/Hayward-Stockton – go 1.1 mi</li> <li>• Take the MacArthur Blvd exit to San Pablo Ave – go 0.3 mi</li> <li>• Bear left at Peralta St. – go 0.1 mi</li> <li>• Turn left at San Pablo Ave – go 0.4 mi</li> <li>• Turn left at 47<sup>th</sup> St. – go 394 ft.</li> </ul>
<b>Entry Instructions</b>	Go to guard shack

**Table C.4: BART**

Venue	BART EOC
<b>Controller (Agency POC)</b>	John McPartland 510-329-1300
<b>Address</b>	101 8 <sup>th</sup> Street, Basement Oakland, CA 94607
<b>Driving Directions</b>	From I-880 N: <ul style="list-style-type: none"> <li>• Take the Oak Street exit to Lakeside Dr. – go 0.2 mi</li> <li>• Turn right at Oak St. – go 0.1 mi</li> <li>• Turn left at 8<sup>th</sup> St. – go 34 ft</li> </ul>
<b>Parking</b>	Park in the lot of the Met building. John suggests taking 880 to the Oak Street exit...make a right onto Oak...a left at 8th...followed by a left at Madison...and another left at 7th to the entry of the parking garage. Note the name of the parking space, and once inside, John will give directions on where to pay...cost is \$1 for the entire day.
<b>Entry Instructions</b>	Call John McPartland's cell phone upon arrival



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**Table C.5: Caltrans**

<b>Venue</b>	<b>Caltrans D4 EOC</b>
<b>Controller (Agency POC)</b>	Stanley Ng 510-715-7087
<b>Address</b>	111 Grand Avenue, 7 <sup>th</sup> Floor Oakland, CA 94612
<b>Driving Directions</b>	From I-80 E: <ul style="list-style-type: none"> <li>• Take the I-580 E ramp to Downtown Oakland (CA-24)/Hayward-Stockton – go 1.9 mi</li> <li>• Take the I-980 W exit to Downtown Oakland – go 0.4 mi</li> <li>• Keep right at the fork, follow signs for 27<sup>th</sup> St/W Grand Ave – go 0.3 mi</li> <li>• Bear right at Northgate Ave – go 0.2 mi</li> <li>• Turn left a W Grand Ave – go 0.3 mi</li> </ul>
<b>Parking</b>	Public parking nearby
<b>Entry Instructions</b>	Report to guard shack

**Table C.6: CCCTA**

<b>Venue</b>	<b>CCCTA EOC</b>
<b>Controller (Agency POC)</b>	Sharon Porter 510-333-9285
<b>Address</b>	2477 Arnold Industrial Way Concord, CA 94520-5327
<b>Driving Directions</b>	From CA-24 E: <ul style="list-style-type: none"> <li>• Take the I-680 N ramp to Concord/Sacramento – go 4.9 mi</li> <li>• Take the CA-242 ramp to Concord/Pittsburg – go 0.1 mi</li> <li>• Merge into CA-242 N – go 3.0 mi</li> <li>• Take the CA-4 W exit to Richmond – go 0.1 mi</li> <li>• Take the Port Chicago Highway ramp – go 1.3 mi</li> <li>• Turn left at Arnold Industrial Way – go 0.1 mi</li> </ul>
<b>Parking</b>	Go up the hill mid-way to the Employee and Visitors entry. There will be parking in the lot.
<b>Entry Instructions</b>	Once you find a parking space you will entry the building on the right side. When you come into the building my office will be the first door on the left. I will be looking for you.

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Table C.7: LAVTA

Venue	LAVTA EOC
<b>Controller (Agency POC)</b>	Beverly Adamo 209-814-4899
<b>Address</b>	1362 Rutan Ct. Livermore, CA 94550
<b>Driving Directions</b>	From I-580 E: <ul style="list-style-type: none"> <li>• Take the Portola Ave exit – go 0.4 mi</li> <li>• Sharp right at E Airway Blvd – go 1.0 mi</li> <li>• Turn left at Rutan Dr – go 0.4 mi</li> <li>• Continue on Rutan Ct – go 377 ft</li> </ul>
<b>Parking</b>	Parking available in front of building.
<b>Entry Instructions</b>	Enter through front entrance.

Table C.8: Muni

Venue	Muni DOC
<b>Controller (Agency POC)</b>	David Banbury 415-759-4366
<b>Address</b>	131 Lenox Way San Francisco, CA 94127
<b>Driving Directions</b>	From I-580 W: <ul style="list-style-type: none"> <li>• Take the I-80 W ramp to San Francisco – go 8.2 mi</li> <li>• Bear right onto the ramp to Mission St – go 0.3 mi</li> <li>• Merge into US-101 N – go 0.4 mi</li> <li>• Take the Duboce Ave exit – go 449 ft</li> <li>• Bear left at Duboce Ave – go 0.4 mi</li> <li>• Bear left at Market St – go 2.1 mi</li> <li>• Continue on Portola Dr – go 1.2 mi</li> <li>• Turn right at Kensington Way – go 233 ft</li> <li>• Turn left at Ulloa St – go 0.4 mi</li> <li>• Turn right at Lenox Way – go 346 ft.</li> </ul>
<b>Parking</b>	Two hour street parking, metered, may be able to get the meter people to stay away. Public Transportation is the easiest. Take BART to Civic Center, Muni K, L, or M line to West Portal.
<b>Entry Instructions</b>	Bring ID and say you are with TRP-07.

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Table C.9: MTC

Venue	MTC EOC
<b>Controller (Agency POC)</b>	Nancy Okasaki 510-457-6021
<b>Address</b>	101 8 <sup>th</sup> Street, 3 <sup>rd</sup> Floor Oakland, CA 94607
<b>Driving Directions</b>	From I-80 E: <ul style="list-style-type: none"> <li>• Take the I-580 E ramp to Downtown Oakland (CA-24)/Hayward-Stockton – go 1.9 mi</li> <li>• Bear right onto the I-980 W exit to Downtown Oakland – go 1.5 mi</li> <li>• Take the I-880 S exit – go 1.0 mi</li> <li>• Bear left at 5<sup>th</sup> St – go 0.1 mi</li> <li>• Turn left at Oak St – go 0.2 mi</li> <li>• Turn left at 8<sup>th</sup> St – go 34 ft</li> </ul>
<b>Parking</b>	Street parking (2 hour), parking passes will be provided upon arrival.
<b>Entry Instructions</b>	Call Nancy if no one is at the front door.

Table C.10: SamTrans

Venue	SamTrans EOC
<b>Controller (Agency POC)</b>	Bill Pedrini 650-922-9758
<b>Address</b>	1250 San Carlos Avenue San Carlos, CA 94070-1306
<b>Driving Directions</b>	From US-101 S: <ul style="list-style-type: none"> <li>• Take the Holly Street exit 411 to Brittan Avenue – go 0.1 mi</li> <li>• Bear right onto the Holly St. ramp – go 0.2 mi</li> <li>• Bear right at Holly St – go 0.4 mi</li> <li>• Turn left at El Camino Real – go 0.1 mi</li> <li>• Turn right at San Carlos Ave – go 0.1 mi</li> </ul>
<b>Parking</b>	Two hour street parking outside the building, will provide instructions on how to access garage upon arrival
<b>Entry Instructions</b>	The guard will have your name upon arrival.

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**Table C.11: Simulation Cell (SIMCELL)**

<b>Assignment</b>	<b>SIMCELL (Alameda County OA EOC)</b>
<b>Agency POC</b>	Jeff Lind 925-803-7805
<b>Address</b>	4985 Broder Blvd. Dublin, CA 94568
<b>Driving Directions</b>	From I-580 E: <ul style="list-style-type: none"> <li>• Take the Hacienda Dr exit – go 0.3 mi</li> <li>• Turn left at Hacienda Dr – go 0.4 mi</li> <li>• Turn left at Dublin Blvd – go 0.3 mi</li> <li>• Turn right at Arnold Rd – go 0.7 mi</li> <li>• Turn right at Broder Blvd – go 0.1 mi</li> </ul>
<b>Parking</b>	Parking available onsite.
<b>Entry Instructions</b>	Provide name to guard, let them know you're here for the TRP-07 Exercise.

**Table C.12: Vallejo Transit**

<b>Assignment</b>	<b>Vallejo EOC</b>
<b>Controller (Agency POC)</b>	Lee Harrington 707-631-0953
<b>Address</b>	1850 Broadway Vallejo, CA 94589
<b>Driving Directions</b>	From I-80 E: <ul style="list-style-type: none"> <li>• Take the exit towards Redwood St W – go 0.2 mi</li> <li>• Turn right at Admiral Callaghan Ln – go 200 ft</li> <li>• Turn right at Redwood Pkwy – go 0.2 mi</li> <li>• Continue on Redwood St – go 1.0 mi</li> <li>• Turn right at Broadway St – go 0.8 mi</li> </ul>
<b>Parking</b>	Parking available onsite.
<b>Entry Instructions</b>	Provide name and ID to guard, let them know you're here for the TRP-07 Exercise.



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Table C.13: VTA

<b>Assignment</b>	<b>VTA EOC</b>
<b>Controller (Agency POC)</b>	Mark Bugna 408-464-7848
<b>Address</b>	101 West Younger Avenue San Jose, CA 95110
<b>Driving Directions</b>	From I-880 S: <ul style="list-style-type: none"> <li>• Take the N First St exit 4A to Downtown – go 0.2 mi</li> <li>• Turn left at N 1<sup>st</sup> St – go 0.4 mi</li> <li>• Turn right at W Younger Ave – go 345 ft.</li> </ul>
<b>Parking</b>	Parking lot is at the west end of West Younger, continue past stop sign and continue to parking lot.
<b>Entry Instructions</b>	Report to Guard Shack, provide name and Mark Bugna as POC.

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## APPENDIX D: PARTICIPANT COMMUNICATIONS DIRECTORY

Please use the following directory to contact participating agencies. The directory is split into three separate sections.

The first section lists the numbers for each transportation agency. Several numbers are listed for each agency. When contacting an Emergency Operating Center (EOC), please use the number listed as primary (will be listed first, if it has one). When contacting another department within your agency, please use the number listed as Simulation Cell (SIMCELL). Satellite numbers available at the time of publication are listed for each agency, if that agency has one.

The second section is listed as the SIMCELL section, please use these numbers to contact non-participating departments within your agency (these are the same numbers as listed in the transportation agency section as SIMCELL). Use the overflow number if the SIMCELL number you are attempting to contact is busy, it may be also used to contact agencies not listed in this directory. When contacting the SIMCELL, please be prepared to tell the person answering the phone what agency you are trying to contact.

If there is a difficulty in reaching an agency, department, or jurisdiction please contact SIMCELL control at 510-512-2524.

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Venue	Position	Number
<b>Transportation Agencies</b>		
511 TIC	Primary Number	510-286-6833
511	SIMCELL	925-803-7862
AC Transit EOC	Primary Number	510-891-4989
AC Transit EOC	Primary Number	510-891-4992
AC Transit EOC	Command	510-891-4937
AC Transit EOC	Operations	510-891-4989
AC Transit EOC	PIO ( <i>Clarence Johnson 9am-12pm</i> )	510-891-4998
AC Transit EOC	Transportation	510-891-4997
AC Transit EOC	Logistics	510-891-4994
AC Transit EOC	Maintenance	510-891-4993
AC Transit EOC	Clerk	510-891-4992
AC Transit EOC	Satellite	888-650-2019
AC Transit EOC	Satellite DN	2046
AC Transit EOC	Fax	510-891-4953
AC Transit	SIMCELL	925-803-7856
Alameda Co OA	SIMCELL	925-803-7880
BART EOC	All	510-464-6008
BART EOC	All	510-464-6611
BART EOC	All	510-464-6612
BART EOC	Satellite	888-428-1892
BART EOC	Satellite DN	2084
BART EOC	Fax	408-464-6500
BART	SIMCELL	925-803-7853
Caltrans TMC	Initial Call-ins	510-286-6914
Caltrans TMC	Initial Fax	510-286-6026
Caltrans D4 EOC	Primary Number	510-622-0169
Caltrans D4 EOC	EOC Manager	510-622-0162
Caltrans D4 EOC	EOC Comms	510-622-0169
Caltrans D4 EOC	Liaison Officer	510-622-0161
Caltrans D4 EOC	Operations Chief	510-286-4704
Caltrans D4 EOC	Operations	510-622-0163
Caltrans D4 EOC	Planning Chief	510-286-6153
Caltrans D4 EOC	Planning	510-286-4666
Caltrans D4 EOC	Logistics	510-622-0164
Caltrans D4 EOC	Intelligence	510-622-0167
Caltrans D4 EOC	PIO ( <i>Staffed</i> )	510-286-5842
Caltrans D4 EOC	Safety Officer	510-286-4945
Caltrans D4 EOC	Admin & Finance	510-622-0165
Caltrans D4 EOC	Satellite	888-428-1898
Caltrans D4 EOC	Fax	510-286-5781
Caltrans D4 EOC	SIMCELL	925-803-7860

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Venue	Position	Number
CCCTA EOC	EOC Manager	925-687-8261
CCCTA EOC	EOC Manager	925-687-7471
CCCTA EOC	Liaison	925-687-0290
CCCTA EOC	Liaison	925-687-7590
CCCTA EOC	Operations	925-689-5993
CCCTA EOC	Operations	925-825-4715
CCCTA EOC	Planning	925-687-8438
CCCTA EOC	Planning	925-687-5198
CCCTA EOC	Logistics	925-689-5142
CCCTA EOC	Logistics	925-687-7526
CCCTA EOC	PIO ( <i>Mary Burdick</i> )	925-686-2630
CCCTA EOC	PIO ( <i>Mary Burdick</i> )	925-676-7572
CCCTA EOC	Finance	925-689-5492
CCCTA EOC	Satellite	866-548-9517
CCCTA EOC	Satellite DN	2092
CCCTA EOC	Fax	925-687-7306
CCCTA	SIMCELL	925-803-7863
Coastal REOC	SIMCELL	925-803-7874
LAVTA EOC	All	925-455-7557
LAVTA EOC	Satellite	None
LAVTA EOC	PIO ( <i>Rosemary Booth's Cell</i> )	925-989-4369
LAVTA EOC	Fax	925-443-1375
LAVTA	SIMCELL	925-803-7865
Muni DOC	All	415-242-6015
Muni DOC	All	415-242-6017
Muni DOC	All	415-242-6025
Muni DOC	All	415-242-6031
Muni DOC	PIO ( <i>Maggie Lynch</i> )	415-706-1373
Muni DOC	Satellite	888-428-1897
Muni DOC	Satellite DN	2087
Muni DOC	Fax	415-242-5942
Muni	SIMCELL	925-803-7854
MTC EOC	All	510-763-5794
MTC EOC	All	510-763-7134
MTC EOC	PIO ( <i>cell</i> )	510-325-4198
MTC EOC	Satellite 1	800-711-0884
MTC EOC	Satellite 1 DN	2047
MTC EOC	Satellite 2	888-533-2295
MTC EOC	Satellite 2 DN	2090
MTC EOC	Fax	510-817-5930
MTC	SIMCELL	925-803-7858
SamTrans EOC	Primary Number	650-508-7775
SamTrans EOC	Secondary Number	650-508-7778



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Venue	Position	Number
SamTrans EOC	EOC Manager	650-508-7778
SamTrans EOC	Operations	650-508-7775
SamTrans EOC	Planning	650-508-7774
SamTrans EOC	Logistics	650-508-7777
SamTrans EOC	Finance & PIO ( <i>Jonah Weinberg</i> )	650-551-9896
SamTrans EOC	Satellite	888-533-2290
SamTrans EOC	Satellite DN	2089
SamTrans EOC	Fax	650-551-9898
SamTrans EOC	SIMCELL	925-803-7876
Vallejo Transit EOC	Primary Number	707-648-5208
Vallejo Transit EOC	Secondary Number	707-649-4820
Vallejo Transit EOC	PIO ( <i>Crystal Odom Ford</i> )	707-649-4820
Vallejo Transit EOC	Satellite	1-800-688-0373
Vallejo Transit EOC	Satellite DN	1218
Vallejo Transit EOC	Fax	707-649-5420
Vallejo Transit EOC	SIMCELL	925-803-7868
VTa EOC	Primary Number	408-275-6997
VTa EOC	Management	408-275-6997
VTa EOC	Operations	408-275-6685
VTa EOC	Planning	408-275-5632
VTa EOC	Logistics	408-275-6070
VTa EOC	Finance	408-993-2175
VTa EOC	Satellite	800-701-5819
VTa EOC	Satellite DN	2045
VTa EOC	Fax	408-993-2155
VTa EOC	SIMCELL	N/A
<b>SIMCELL</b>		
SIMCELL	511	925-803-7862
SIMCELL	AC Transit	925-803-7856
SIMCELL	Alameda County OA	925-803-7880
SIMCELL	BART	925-803-7853
SIMCELL	Caltrans	925-803-7860
SIMCELL	CCCTA	925-803-7863
SIMCELL	LAVTA	925-803-7865
SIMCELL	Muni	925-803-7854
SIMCELL	MTC	925-803-7858
SIMCELL	SamTrans	925-803-7876
SIMCELL	Vallejo	925-803-7868
SIMCELL	VTa	N/A
SIMCELL	OES Coastal REOC	925-803-7874
SIMCELL	Overflow #1	925-803-7873
SIMCELL	Overflow #2	925-803-7827